



“The world doesn’t change one person at a time. It changes as networks of relationships form among people who discover they share a common cause and vision of what is possible – it is critical connections not critical mass.”

Meg Wheatley

Key Stakeholders

Key stakeholders are any people or group of people who:

- Are responsible for the final decision
- Are in a position to implement the decision
- Are in a position to prevent it from being implemented
- Are likely to be impacted by the outcome of the decision
- Have relevant information or expertise

Criteria for involvement - *When thinking about criteria for determining stakeholder involvement, it is helpful to think through the lenses of:*

- Network Theory
- Equity, Power, and Inclusion

Some examples of criteria are:

- Represents unheard voices
- Functions as a hub/connector in the sector/field

Stakeholder Analysis

Collaborative change processes depend on maximum appropriate stakeholder involvement to create robust, collectively owned plans and the network of relationships needed to implement change. Stakeholder involvement is best managed proactively beginning with a thorough stakeholder analysis. This process enables early identification of issues and clarification of perceptions regarding the people who need to be included in the change effort.

<p>What is Stakeholder Analysis?</p>	<p>Stakeholder analysis is a process of disciplined thinking about who to involve and how to involve them in order to enrich the thinking and strengthen the network.</p> <p>A stakeholder analysis is done by:</p> <ul style="list-style-type: none"> • Setting criteria for involvement of stakeholders • Identifying groups and key individual stakeholders and developing hypotheses about their current issues, mindset and wins • Listing all stakeholders to be engaged in the change effort and deciding on their level of involvement • Completing the analysis
<p>Why it's Important</p>	<p>Stakeholder analysis creates an understanding of key issues at the outset and sets the foundation for dealing with people's concerns and tapping their expertise in proactive ways that build agreement.</p>
<p>How to Identify Stakeholders</p>	<p>A stakeholder is any person (or group of people) who:</p> <ul style="list-style-type: none"> • Is affected by the current situation and/or will be affected by the outcome of the change process • Is a final decision maker • Must ratify/can veto decisions • Must be consulted before deciding • Has crucial expertise, gained through education, work or lived experience • Will be involved in implementing the decisions • Needs to be informed about the decision • Is passionate about the issue or has a shared interest in the issue • Is a good connector to other stakeholders • Has resources or access to resources that could support the change effort

Stakeholder Analysis Worksheet

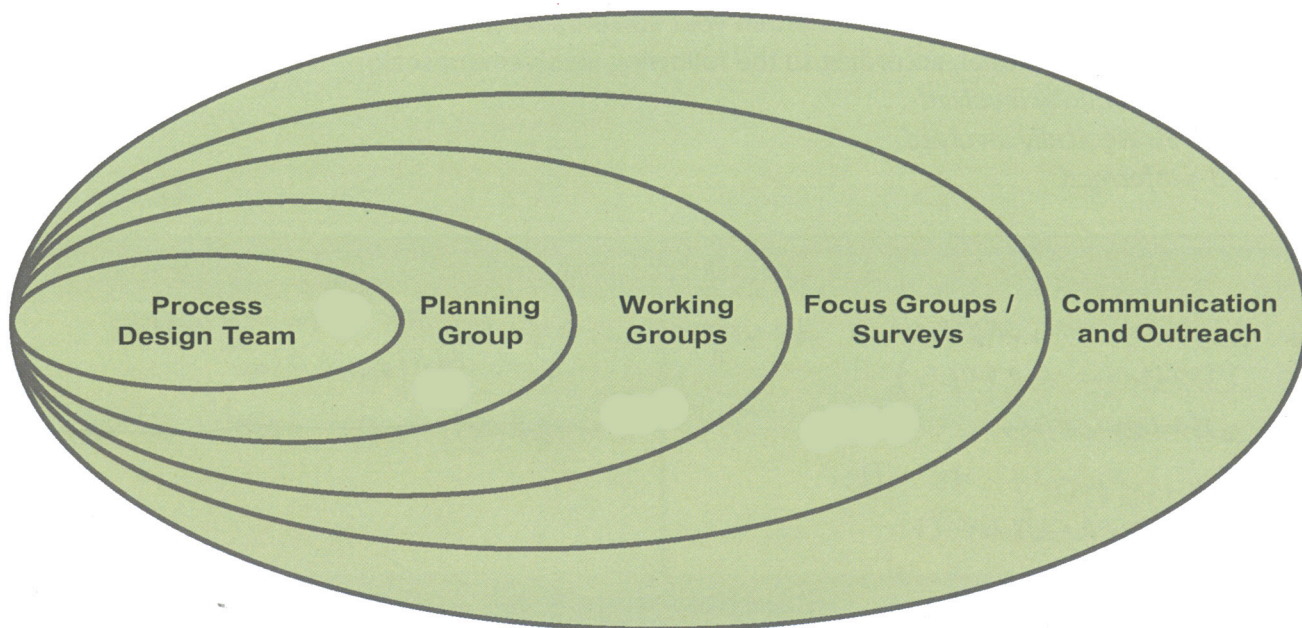
Please do the following:

- A. List your criteria for involvement
- B. List the key stakeholder groups to involve
- C. List key individuals not represented in the stakeholder groups
- D. Go back and list key individuals within your stakeholder groups
- E. Rank each individual, according to the following involvement scale
 - 1 = *Continually involved*
 - 2 = *Strategically involved*
 - 3 = *Informed*

A)—Criteria for Involvement		
Stakeholder Analysis		
B)— Stakeholder Groups	D)— Key Individuals Within Group	E)—Ranking
C) – Key Individuals Not Represented In the Stakeholder Groups		

Engaging Stakeholders: Rings of Involvement

Engaging stakeholders in meaningful activities that allow for shared thinking and shared action is an important aspect of ensuring successful collaborative processes and healthy networks. Facilitative Leaders plan wisely for the engagement of stakeholders at different levels of intensity, based on their interests, skills and availability.



Process Design Team	Designs the planning process and prepares for individual meetings throughout the process.
Planning Group	Makes decisions about the content of the plan. This might also be called a Strategy Group.
Working Groups	Task-specific, time-limited groups that perform specific functions during the design, planning or implementation.
Focus Groups / Surveys	Meetings and other forms of two-way communication with ongoing or ad hoc groups of stakeholders that create opportunities to give input into thinking and decision making to share feedback / reactions to interim documents and decisions. This input can be gathered by way of electronic means as well.
Communications and Outreach	Meetings and other forms of communication designed to keep stakeholders informed throughout the process

Worksheet: Engaging Stakeholder Groups

INSTRUCTIONS: Use the grid below to identify how specific groups and individuals will be involved in each ring of involvement.

Process Design Team	
Planning Group	
Working Groups	
Focus Groups / Surveys	
Communications and Outreach	